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ABSTRACT

Site-visit reports for 12 correctional facilities libraries are summarized using the headings of the Policy Directive for Institutional Library Services, and centering only on the general libraries. Libraries studied are categorized as either adequate, minimum but functional, or inadequate. Observations and specific recommendations are presented concerning orientation, the librarian's role, accessibility, selection, additional needs, relationships with outside libraries, other relationships, statewide recognition, standards for collection development and funding, and staffing guidelines and responsibilities. The recommendations are then collectively restated. Appendices provide a preface which is contained in all 12 needs assessment reports and a listing of site visit dates and participants. (LMM)

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NEEDS ASSESSMENT REPORT ON

MICHIGAN CORRECTIONAL FACILITY LIBRARIES

1981-1982

Elizabeth Lindsey
Michigan Department of Education
State Library Services

IR052799

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PREFACE

Any final report on the needs assessment project must emphasize the cooperation offered by superintendents/wardens and their staffs to the teams invading their facilities. Genuine interest and courtesy were a matter of course, and everyone who participated was gratified.

The projects depended on number of persons--

for the objectivity, efficiency, and alertness of the team members

the backing of Robert Berles, treatment director, DOC

cooperation of all of the correctional facility librarians

ability of the individuals at the State Library who provided editing and typing skills

It should be noted that this report has been read by the correctional librarians who concur with the recommendations.

"...It has become increasingly clear, that if we affect any change in the behavior of the offender we must begin by giving him the opportunity to change his or her attitude toward society and toward himself..."

"...One of the most potentially useful tools in rehabilitating the offender can be found in the area of reading... Through the development of the offender's reading skills his (her) ability to communicate his (her) own ideas and feelings can be increased."

Superintendent Joseph F. Mazurkiewicz
State Correctional Institution
Rockview, Pennsylvania
From "The Right to Read - In Prisons Too!"
Illinois Libraries, v.56, n.7

"...A library, by definition, is a resource to be shared. The situation lends itself to fostering a cooperative community of readers who feel enough concern to responsibly deal with a shared resource. I have come to recognize the correctional facility library as not only a collection of materials but also as a unique rehabilitative opportunity."

Comments by Sarah Gutek, Librarian
Muskegon Correctional Facility
in
Information Sheet for State Agency Librarians,
August 4, 1982

NEEDS ASSESSMENT VISITS

A Final Report

1981-1982 seemed to be very negative and discouraging years for Michigan and correctional facilities. Budget woes and disturbances in the facilities were major challenges, but tucked in these same years were auguries of progress for correctional facility libraries.

A Policy Directive on Institutional Library Services, PD-BCF-46.04, was forwarded to the field in July 1981.

Three professional librarians were hired to work at Muskegon, Phoenix, and the two Huron Valleys. Only the first mentioned was full time.

An instrument for reporting statistics and information was created by correctional facility librarians.

Needs assessments of the 12 correctional facility libraries were completed, and reports were written.

Correctional facility officials and administration offered encouragement and cooperation throughout the assessment efforts.

There was also a major Policy Directive on Institutional Law Libraries, PD-BCF-61.01, effective June 28, 1982.

All the above must be tempered, however, by the findings of the teams participating in the assessment visits, and a summary of those 12 reports is the basis of the comments that follow. The summary bears the headings of the Policy Directive for Institutional Library Services and centers only on the general libraries--the law collections were not examined nor were the camps.

Library Facilities

2.5.4 "The size of the library should allow for sufficient space for carrels, tables, chairs, equipment, library materials of all types, and for individuals to make comfortable, efficient use of them."

2.5.5 "The reading space shall be large enough to seat a minimum 15% of the population (allowing 35 square feet per person). Large institutions will need additional space."
ACA/ALA Standards

There are great variations in the library facilities ranging from totally inadequate to pleasant and comfortable. Only one would appear to meet the 2.5.5 standard--Michigan Reformatory.

To categorize the libraries, three headings have been selected: 1) Adequate, 2) Minimum but Functional, and 3) Inadequate.

It should be mentioned here that Huron Valley Men's Facility did not have a library as yet.

I. Adequate

Cassidy Lake Technical School

At the time of the assessment visit, the Plato system occupied half of the library. Since the assessment, the library occupies the total designed library space and should be adequate for needs. It is well equipped. Located in education facility.

Michigan Dunes

Pleasant, attractive, light facility.

Michigan Reformatory

Allotted space is unusually large, but the facility is somewhat remote from the traffic pattern of the rest of the facility.

Muskegon Correctional Facility

Pleasant. If the additional space is achieved for the law collection, the library should be able to meet demands of the future. Located in education area and leisure time activities area.

SPSM (Central Complex)

The Central Complex is somewhat removed from the traffic flow. Rooms have been painted and offer a bright appearance.

SPSM (North Complex)

Located in school facility, space was designed for a library.

II. Minimum but Functional

Huron Valley Women's Facility

No office or work space for library routines. Library area is attractive.

Michigan Training Unit

Crowded facility. Acoustics, temperature control, and ventilation are problems as is seating allocation. No office or work space for necessary library routines.

III. Inadequate

Kinross Correctional Facility

Very limited square footage assigned. No work space or office. No room for any expansion of collection.

Phoenix Correctional Facility

Librarian labors under amazing difficulties. Inadequate square footage. No room for expansion of collection. No office or workroom. At time of assessment visit, there was a cacaphony of sounds from the school and hallway noise. "Mixed bag" of furniture and equipment.

Riverside Correctional Facility

Inadequate square footage area, remote from most residents. Furniture and equipment are limited.

State House of Correction and Branch Prison

Both areas, trusties and general, are uninviting, limited square footage assigned. Equipment and furnishings are poor. General neglect.

SPSM (South Complex - Trusty)

Very inadequate facilities.

Recommendations: All of the libraries should be examined periodically for appearance and suitability to current condition. Questions should be asked whether the library facilities are still adequate. How can they be improved?

Administrators in facilities where libraries fall in the category Minimum but Functional should consider methods to improve facilities and try to correct the problems. The basic recommendations are noted in individual reports.

For those libraries in the category Inadequate the administrators should reexamine the entire program. Particulars are listed in reports, but it should be reemphasized that a professional librarian is trying to offer service at Phoenix in very difficult circumstances.

Orientation

Introduction to the library for most orientation sessions of new residents is limited or, in some instances, is not included. Some information ought to be presented.

Recommendation: Add information about the library to orientation of new residents if it is not now being presented.

The Librarian's Role

The professional librarians hired for Michigan correctional facility libraries have earned undergraduate and graduate degrees; and, for some, there have been advanced educational studies.

Unfortunately, the training and abilities of the librarians are not reflected concomitantly in the hierarchy and salary schedules within Corrections. The particular talents of librarians--working supportively for residents and staff, selecting and

administering collections of materials, information gathering, developing programs--all relevant to the rehabilitative process are often not recognized; or, in some cases, there appears to be a lack of interest in tapping the potential.

Generally, professional librarians and the para-professionals have not been involved in the total planning and in the budget process.

There has been confusion, too, regarding the chain of command. For some it is the principal who serves as supervisor. Others report to the director of resident services.

The librarian's program ought to fall within the purview of the director of resident services who should involve the librarian in regularly scheduled conferences, program and budget planning sessions. A line item should appear in the budget.

Schools and libraries do have common goals, but the librarian ought to relate and plan with officials and staff in the various areas of programs and services and with outside staff from institutions sponsoring special projects.

Principals have a multiplicity of programs and special needs for their budgets. They have been cooperative and unusually supportive, but they should not be asked to shoulder additional burdens. Even if the supervisory role changes, the school's daily

briefing sessions are important for the librarian since he/she can only be as effective as he/she is aware of the total treatment package.

Expectations of the professional should be high, and librarians should be accountable for the library program if full cooperation has been offered.

Those libraries without trained professional or paraprofessional staff have suffered from lack of regular supervision and general neglect. These libraries could be developed and improved by civilian staff, professionally trained.

Recommendations: Recognize the talents of librarians so that the level and salary is commensurate with the training and demands of the position.

The librarian should be involved in the total planning process.

Direct reporting to the treatment director is recommended.

A line item in the budget is urged.

Librarians are to be accountable for efficiency and quality of program.

There should be librarians hired for those facilities without staff at the present time.

Accessibility

Problems confront some of the librarians since they are scheduled during hours that do not coincide

with other staff and they are asked (expected) to work without custody being present in or nearby the library.

This poses a problem of safety and creates impediments for conducting the library assignments. Even though funding is critical and staffing difficult, the practice is not a good one. The librarian may have established good relationships with residents; but given the mercurial temperaments and the restless times, the situation is fraught with potential risk.

In the various resident surveys carried out in the facilities, librarians and administrators are aware that many residents have asked for additional hours of service. These requests are usually valid. Administrators should consider hiring qualified staff or to create full-time positions for the part-time professionals to meet the need.

Recommendations: If librarians work at times which do not coincide with other staff, administration should make sure that custody is present or nearby.

Administrators should check the hours of opening in relation to resident requests. If the requests are valid, hours should be increased but only if a qualified staff person is hired.

Selection

"All library materials should be relevant to the needs and interests of the resident and should reflect their different reading levels, languages, ethnicity, and special interests."

PD-BCF-46.04

Graphs and a summary of book collections comparing Michigan correctional facility libraries with ACA/ALA standards follow these comments on selection and reflect the startling discrepancies and lack of achievement by the 12 institutions. While it is true that there are attempts to meet the standards and also recognition by some wardens/superintendents of the importance of the library for residents, the overall picture created and the seeming lack of understanding are bleak and depressing.

Marjorie LeDonne, long an advocate for prison libraries, notes:

"The libraries (should be) a point of access to an unlimited reservoir of information and ideas..."

Important to this accessibility are materials, but a constant refrain throughout the needs assessment reports centers on the lack of achievement and the inadequacy of materials.

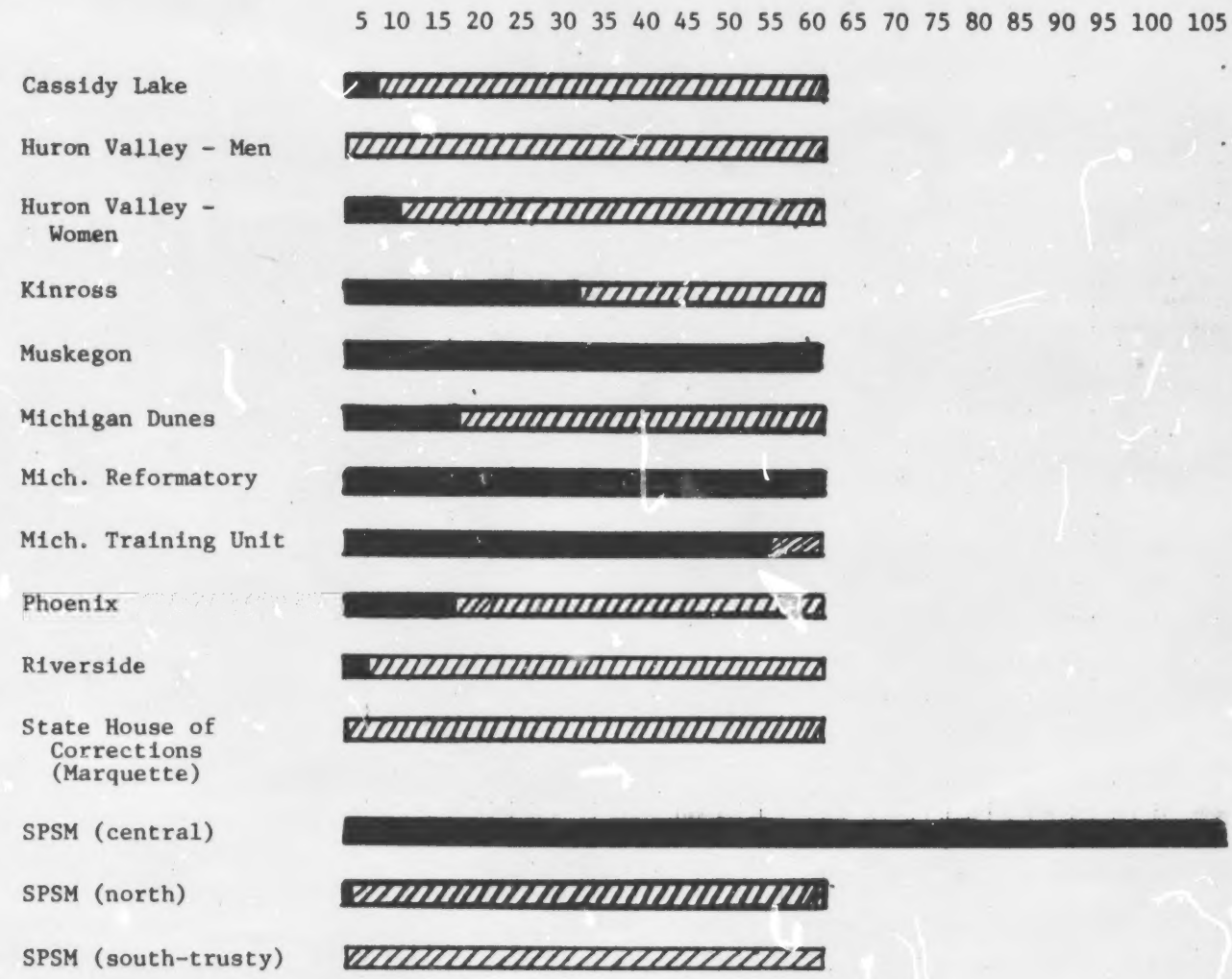
Periodicals

Graph #1 indicates the need for additional subscriptions to be placed for periodicals in most of the facility libraries.

PERIODICALS*

60-80 titles with multiple copies as needed; thereafter, 1 title per 16 residents.

ACA-ALA Standards



*At time of the assessment

Periodicals offer recreational and educational reading on a regular basis and are useful for those having difficulty reading.

Newspapers

Subscriptions range from zero to those reaching the standards. Newspapers are an important link and base for residents bringing information from the home area with a wide range of news. Graph #2 on the following page indicates the rate of achievement.

Books

The problem most constant in the needs assessment reports centered on the book collection. A comparison, Table illus. #3 (p. 13), reveals only the information on hard cover books (or in the case of Phoenix, paperbacks). There are obvious inequities.

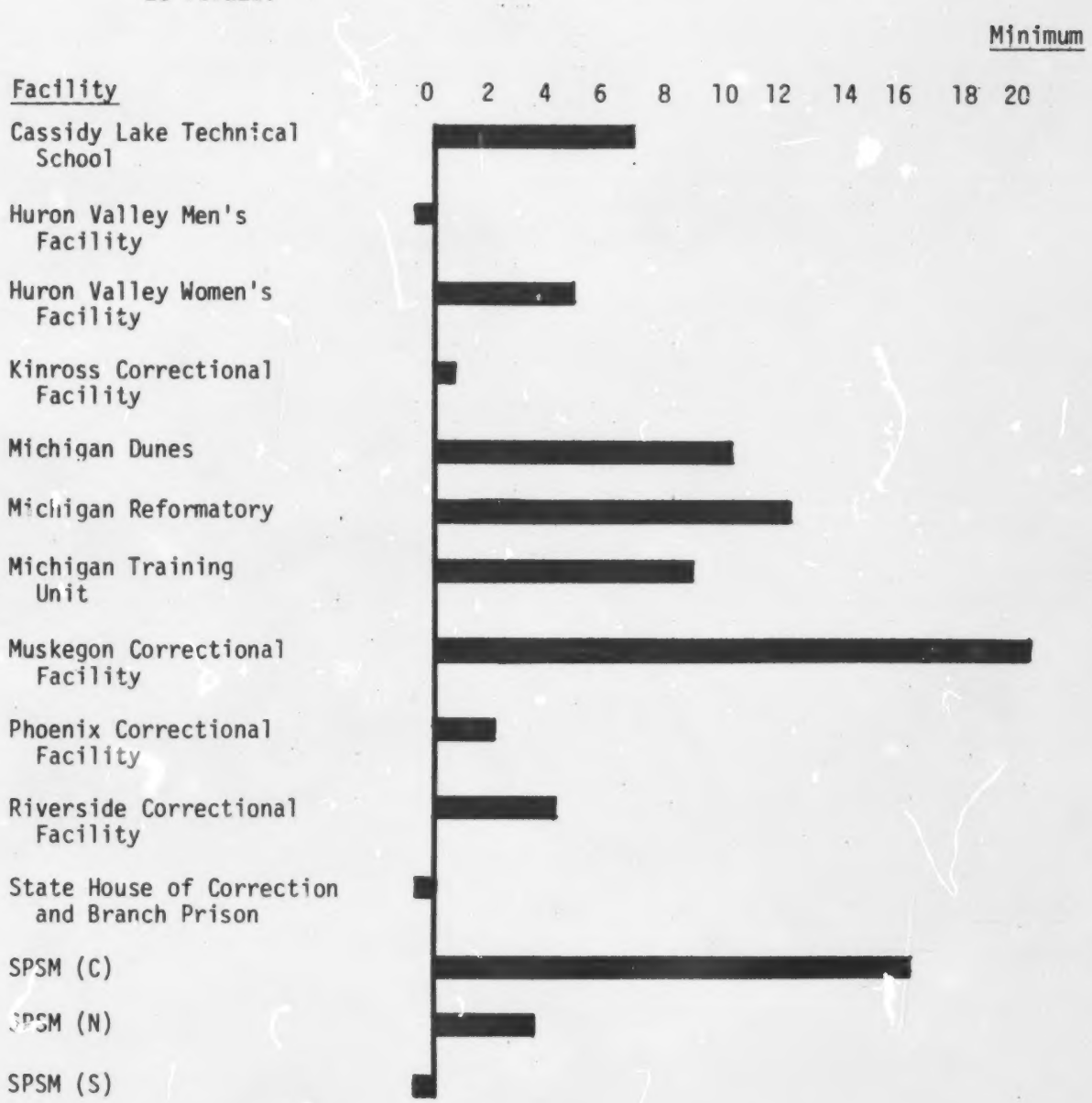
Not noted in the comparisons is the fact that trusties and farm residents receive short shrift. Institutions housing such units have neglected these persons who are returning to civilian life and who need assistance in coping with their problems.

Another point should be offered in regard to the standards. The phrase being quoted in #3 only indicates that the collection shall be no less than 12,000 well-selected titles. Omitted was an addition, "or 5 books whichever is greater." Given that, SPSM with approximately 5,700 residents, falls far short.

NEWSPAPERS*

12

Subscriptions to the local newspapers and major state newspapers with multiple copies as needs. MINIMUM OF 20 TITLES.



*At time of the assessment

Book Collection*

2.3.4.1 Based on resident population of 300

"Books: The collection shall be no less than 12,000 well-selected titles."

ACA/ALA Standards

No.		
0	Meeting Standards	
2	Current Well-Selected Titles	
		Muskegor Correctional Facility Volumes 5,960
		Phoenix Correctional Facility Volumes 1,358
2	Some New Materials - Needs Weeding	
		Michigan Training Unit Volumes 5,460
		Michigan Reformatory Volumes 8,000+
1	Well-Selected - no purchases since 1977	
		State Prison of Southern Michigan - North Complex Volumes 3,808
1	Well-Selected - no purchases since 1975	
		State Prison of Southern Michigan - Central Complex Volumes 6,232
6	Dated - Shoddy Materials	
		Cassidy Lake Technical School Huron Valley Women's Facility Kinross Correctional Facility Michigan Dunes Riverside Correctional Facility State House of Corrections and Branch Prison
1	No Materials	
		Huron Valley Men's Facility

*At time of assessment visit

The librarians certainly are aware of these inequities, and each tries to cope with the problems facing him/her.

Assisting the resident is a major responsibility and the librarians work toward that goal of supplying information and materials despite limited collections and funding. They recognize, and want to help, the resident who has marginal reading skills. Muskegon conducts an ongoing program with adult basic education materials. Phoenix and MTU are embarked on this effort as well.

To quote from that article already cited at the beginning of the report

> "Bibliotherapy is a key concept...You must believe that an offender can change and this includes understanding individuals in relation to education, vocational training, and treatment within the institution and the community... MCF includes many selections for the adult new reader as we try to not only teach residents the mechanics of reading but try to encourage residents to seek out reading experiences for information as well as pleasure."

Residents appreciate the lively new collections at Muskegon and Phoenix and comment. Muskegon, for example, has found a clientele "who not only read but have a voracious appetite for reading." Sarah Gutek notes that 12,900 books were borrowed in 13 months by approximately 70% of the population. The eagerness is also noted at Phoenix.

The assessment team that visited Michigan Reformatory made recommendations regarding the

reference and general collections. Daniel Graves initiated many of these since the visit--a reference section, aisle shelving, placing paperbacks in the reading area, and creating displays of materials. Reports are that the men have responded with alacrity and enthusiasm.

Still, the collections need to be supplemented with popular materials such as westerns, science fiction, mysteries, paperbacks, and books by and about Blacks.

Information materials on coping skills, family relationships, and other subjects relevant to rehabilitation of men's spirit and mind should be requisites as well as current reference titles.

Unfortunately, in several of the institutions the books are shoddy and untended. These are not libraries but rooms with old, unwanted materials.

Other Materials

During the assessment visits, teams did not see many indications that non-print materials were being purchased. Marjorie LeDonne suggests with the limited educational level, various methods of entry to the library ought to be made available.

However, Michigan Reformatory is in the process of creating listening areas for cassette tapes to alleviate one of the problems of enforced stays in the reading area.

Additional Needs

There are other needs to be noted under selection.

Collections in most cases ought to be weeded. To retain unwanted titles, often in poor condition, to meet standards would not be achievement of those standards.

Relationships and sharing of the collections established by colleges for scheduled classes within the institutions need to be encouraged.

Recommendations: Periodical subscriptions ought to be increased when the institution does not meet ACA/ALA standards.

Newspapers are important, and institutions ought to achieve the numbers indicated by the ACA/ALA standards.

Hard cover and paperback books are important elements in selection. Funds should be available so that collections meet ACA/ALA standards.

Non-print materials are to be encouraged.

Dated materials should be weeded.

Sharing resources in institutions where other collections are available is essential.

Making an effort to serve the trusty and farm resident ought to be a major consideration.

Relationships with Outside Libraries

"Institutional libraries should create and maintain strong cooperative relationships with other libraries."
PD-BCF-46.04

Interlibrary Loan: Interlibrary loans, through regional areas of cooperation, the State Library,

and/or the local library, offer ties for correctional facility libraries and the other agencies. Five of the correctional facility librarians in their contacts have made great strides in providing supplemental materials for their collections. MTU, MR, Muskegon, Phoenix, and SPSM take advantage of the opportunities available (Huron Valleys are in process of creating policies). Residents have benefited as have staff.

The libraries without professional or paraprofessional supervision cannot provide this extra service and are shortchanging those residents who are aware of the possibilities of library service since loans will not be made to other libraries if there is no one authorized to be responsible for the borrowed materials. Many residents, of course, have not been brought up in a library environment and do not know what a library should offer or what is available. They too have lost out.

Recommendation: Assign a person to be responsible for inter-library loan in facilities which do not have staff currently. Preferably, there should be a civilian paraprofessional or professional hired so that residents and staff can take advantage of the resources that will supplement the facilities' collections.

Other Relationships

There are other relationships that ought to be established--in particular--relationships between and among correctional facility libraries. For example, Ionia boasts three correctional facilities. One staff member at MTU is professional. Michigan Reformatory has a paraprofessional (who is attending library school for a graduate degree), and there is no one assigned at Riverside. Little or no communication exists with officials or librarians regarding these libraries. If there were dialog, there could be general knowledge sharing regarding selection, program development, possible shared responsibilities, and ideas.

In times when emphasis is on library cooperation, this lack of coordination is to be deplored.

Cooperative sharing of information and discussions could also take place among the Phoenix, Cassidy Lake, and Huron Valleys facility libraries; and there are other regional areas to be considered as well. For example, cut off from most discussion are the two libraries in the Upper Peninsula. There is no communication between them.

Librarians could provide consultation services for untrained staff for possible improvement of the total library picture in Michigan.

Recommendations: Share the expertise of the professional library staff.

Create an atmosphere and interest in regional cooperation.

Statewide Recognition

Professional library staff have contributed to statewide planning groups. MTU's Fredric Lenger represented institutions on the State Library LSCA I long-range planning and provided ideas and organization skills. These invitations to participate should be encouraged by superintendents/wardens since they offer training and growth for the librarians and often allow the librarians to create new ideas and plans for residents and staff and foster a new image of correctional facilities.

Recommendation: Superintendents/wardens should encourage participation in statewide planning groups and/or other worthwhile library and related activities.

Standards for Collection Development and Funding

> "Guidelines developed by the ACA/ALA Joint Committee on Institutional Libraries should serve as a target for collection development."
> PD-BCF-46.04

According to the ACA/ALA standards, there are two choices offered for achieving standards:

> "The annual budget for purchased materials shall be no less than the cost of two books per person..."
>
> or
>
> "A minimum of 2% of the institution budget...shall be allocated for adult correctional libraries based on the average per capita cost for persons confined for treatment..."

Achieving these figures is unrealistic but certainly there should be effort put forth for some

extra funding especially after examining actual figures.

Correctional Facility	Funding-Books 1981
Cassidy Lake Technical School	0
Huron Valley Men's Facility	0
Huron Valley Women's Facility	0
Kinross Correctional Facility	0
Michigan Dunes	$100
Michigan Reformatory	$2,985.81(2,555.73, ESEA IVB
Michigan Training Unit	$5,687.78(all ESEA IVB)
Muskegon Correctional Facility	$18,900. ($8,400 ABE grants)
Phoenix Correctional Facility	$1,602
Riverside Correctional Facility	0
State House of Correction	0
SPSM	0

These figures mirror the regular practice rather than these rare years of budget crises. The lack of new,useful materials for individual residents does create restlessness when there is nothing to change or alleviate tensions.

Recommendations: A line item in the budget should be created for libraries.

Administrators should begin funding correctional facility libraries. A shaky first step could be to purchase paperbacks (average price @ $2.65). Even five copies for each of 300 residents would total only $3,975.

Staffing Guidelines and Responsibilities

"Each institution will have a staff member coordinate and supervise library services on a part-time or full-time basis."
PD-BCF-46.04

The chart on the following page indicates the staffing pattern.

It is strongly recommended that professional librarians or paraprofessionals be hired for those facilities without personnel to administer and develop the collections. Institutions with part-time personnel should be hired full time since the librarian also coordinates and supervises the law library.

The librarians have impact. Witness: The development of a petition for a writ of mandamus at Huron Valley Men's Facility during the threatened layoff.

The petition on behalf of Sarah Gutek during that same period, "We will suffer a great loss..It is very apparent to all of us that she brought forward her knowledge and experience to build a superior library here at this facility."

Cassidy Lake has assigned a part-time person--a teacher who has genuine interest and enthusiasm who is initiating substantial change--noticed and appreciated by residents.

Recommendations: Hire paraprofessionals or professionals for those libraries without staff.

Half-time persons should be made full-time in order to answer the demands for the law library. This would also allow men (and women) more time with the general collection.

STAFFING OF INSTITUTION LIBRARIES

Institution	Librarian	Assistant	Access	Comments
Cassidy Lake Technical School	---	---		Teacher has been assigned part-time
Huron Valley Men's Facility	Professional half time	---		---
Huron Valley Women's Facility	Professional half time	---		---
Kinross Correc. Facility	---	---		---
Michigan Dunes	---	---		Volunteer assists on occasion
Michigan Reformatory	Paraprofessional	---		---
Michigan Training Unit	Professional	---		---
Muskegon Correc. Facility	Professional	Half time assistant		---
Phoenix Correc. Facility	Professional half time	---		---
Riverside Correc. Facility	---	---		---
State House of Correction	---	---		---
SPSM Central	Professional	Library Technician		LTD degree from Ferris
SPSM North				College graduate
SPSM South				

> "The librarian shall provide for involvement of resident advisory committees in planning library collections, services, programs, and promotions." PD-BCF-46.04

Lucinda Boyd was unusually prompt in establishing a resident library committee for the two Huron Valleys as was Sarah Gutek at Muskegon. SPSM also appointed a resident library committee for the Central Complex while the Resident Benefit Fund Committee serves this function as Michigan Reformatory.

Phoenix decided on a library advisory committee composed of staff and residents since the turnover of residents is so great. This committee has approved a selection policy and assisted Mrs. Thomas in developing programs for the preparole residents to aid in their return to civilian life. Some of these have included a speaker on civil rights and film programs that center on this assistance. She has created a project which offers the resident information about the various agencies in the five-county area. Working with counselors, she receives vital materials that are put into this effort. Mrs. Thomas serves on the preparole preparation committee, and here she is able to contribute materials and ideas.

The librarians, as noted, are active in assisting the residents with reading and reading

guidance, and they have proven to be avid collectors of statistics. Fredric Lenger and Daniel Graves seem unusually well organized, and the latter has developed an impressive list of goals and objectives.

All are publicity minded, and SPSM has a stream of information for the SPECTATOR. Hindered by the lack of a newspaper, Lucinda Boyd has published her own newsheet for residents at Huron Valley.

> "The use of professional and para-professional volunteers is strongly encouraged."
> PD-BCF-46.04

A caveat needs to be entered here. The use is strongly encouraged <u>if there</u> is already an employed professional librarian to offer encouragement and direction. Volunteers should be applauded for their interest and efforts, but they often are not aware of the objectives, or in some cases, do not have sufficient time to carry out a well-organized program.

Recommendation: Use volunteers if a professional librarian is already employed to offer direction and ideas.

<u>Conclusion</u>

The Bureau of Corrections staff have been unusually cooperative and forward looking in creating a Policy Directive on Institutional Library Services and in their interest in establishing a needs assessment project.

There are small stirrings of change and, concomitantly, a greater recognition of the problems

that librarians face and the condition of the correctional facility libraries.

The economic crisis in Michigan is a barrier which seems insurmountable. Unfortunately, this is only the latest hurdle for the librarians.

Two factors essential to creating useful libraries for correctional facility residents are funding and employment of trained personnel for those libraries without staff. It is also important to consider full-time positions for those presently in half-time positions.

What is paramount, however, is that administrators should involve librarians in the planning for rehabilitation. Able and lively librarians should and will be responsive, and they will be able to contribute organizational skills and information.

The Policy Directive on Institutional Library Services suggests:

> "Librarians are encouraged to keep abreast of changes in technology and new developments in the field."

Librarians should also be encouraged to implement these changes in the correctional facilities. The twentieth century offers new, challenging concepts in use of technology and resource sharing among libraries.

Cooperation, appreciation, and progress thus seem to be key words for both the correctional

facility librarians and administrators plus that extra word--of course, funding!

What should follow then are increased services and newer and more materials for residents. Certainly these are objectives of librarians, and the need and desire of those who are incarcerated. The quotation on the following page and the request for assistance from residents in Michigan are heartfelt and should be heard.

"Whether we incline to the opinion that the individual is a 'free agent' who paints himself into a corner, or a 'victim' with 'society' wielding the paintbrush, the salient fact is that, as inmates, we emphatically are in corners. The point is to find a way out.

We do not want to suggest that one can read one's way out of prison, although the point, doubtless, could be argued. But it is largely in books that mankind's heritage is preserved and transmitted from generation to generation, and a man adequately equipped with this legacy should be equal to the tasks of his age or else civilization is a lie, and hope a delusion.

A library, regardless of its geographical location, is the center of the world; the point transcending time in which the past, present, and future converge in a flash of light. By opening up our minds and hearts and partaking of this light, we may find our way out of that corner, because information is the raw material out of which new ideas are formed."

Eldridge Cleaver, "A Prison Cell Can't Contain Us," National Library Week 1963, unpublished pamphlet, San Quentin, California, 1963, p. 14.

NEEDS ASSESSMENT REPORT ON

MICHIGAN CORRECTIONAL FACILITY LIBRARIES

1981-1982

Recommendations

Library Facilities

All of the libraries should be examined periodically for appearance and suitability to current condition. Questions should be asked whether the library facilities are still adequate. How can they be improved?

Administrators in facilities where libraries fall in the category Minimum but Functional should consider methods to improve facilities and try to correct the problems. The basic recommendations are noted in individual reports.

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Accessibility

If librarians work at times which do not coincide with other staff, administration should make sure that custody is present or nearby.

Accessibility, cont.	Administrators should check the hours of opening in relation to resident requests. If the requests are valid, hours should be increased but only if a qualified staff person is hired.
Additional Needs	Periodical subscriptions ought to be increased when the institution does not meet ACA/ALA standards. Newspapers are important, and institutions ought to achieve the numbers indicated by the ACA/ALA standards. Hard cover and paperback books are important elements in selection. Funds should be available so that collections meet ACA/ALA standards. Non-print materials are to be encouraged. Dated materials should be weeded. Sharing resources in institutions where other collections are available is essential. Making an effort to serve the trusty and farm resident ought to be a major consideration.
Relationships with Outside Libraries	Assign a person to be responsible for interlibrary loan in facilities which do not have staff currently. Preferably, there should be a civilian paraprofessional or professional hired so that residents and staff can take advantage of the resources that will supplement the facilities' collections.
Other Relationships	Share the expertise of the professional library staff. Create an atmosphere and interest in regional cooperation.
Statewide Recognition	Superintendents/wardens should encourage participation in statewide planning groups and/or other worthwhile library and related activities.
Standards for Collection Development and Funding	A line item in the budget should be created for libraries. Administrators should begin funding correctional facility libraries. A shaky first step could be to purchase paperbacks (average price @ $2.65). Even five copies for each of 300 residents would total only $3,975.

Staffing Guidelines and Responsibilities

Hire paraprofessionals or professionals for those libraries without staff.

Half-time persons should be made full-time in order to answer the demands for the law library. This would also allow men (and women) more time with the general collection.

Use volunteers if a professional librarian is already employed to offer direction and ideas.

PREFACE
(included in all needs assessment reports)

According to the Policy Directive for Institutional Library Services, PD-BCF-46.04, the Department of Corrections BCF Treatment Director will call upon

> "The Institution Library Consultant of the Michigan Department of Education, State Library Services, for assistance in coordinating and supervising institutional library services and in the annual assessment."

To carry out the first annual assessment of the 12 correctional facility libraries, a committee of librarians from the facilities, the BCF Treatment Director and the Institution Consultant created a self-evaluation questionnaire based on the Policy Directive, and a questionnaire whereby each facility could survey the resident population.

The decision of the committee was to assess the libraries by various teams. These teams would be composed of a DOC facility librarian, a librarian from a local public library (or other type of library), and the Institution Consultant.

After each assessment, a report would be written with a final report to be issued after the 12 institutions had been visited.

In succeeding years, the assessment process could then be carried out by questionnaires that would indicate changes of positive or negative nature and/or lack of change.

It should be noted that the Policy Directive for Institutional Library Services was the culmination of the efforts of an ad hoc committee established by Robert Berles, BCF Treatment Director; William Henderson, Institutional Consultant; Fredric Lenger, Michigan Training Unit; Robert Palmer, State Prison of Southern Michigan; and Charles Wolfe, State Law Librarian.

Those librarians serving on the development of the assessment program were:

Sarah Gutek - Muskegon Correctional Facility

Fredric Lenger - Michigan Training Unit

Robert Palmer - State Prison of Southern Michigan

Jeanne Thomas - Phoenix Correctional Facility

and

Robert Berles - BCF Treatment Director

Elizabeth Lindsey - Institution Consultant, Chairperson

LIBRARY NEEDS ASSESSMENT VISITS

Date	Correctional Facility	Team
October 30, 1981	Muskegon Correctional Facility	Warren McFerran, Director Muskegon County Library Fredric Lenger, Librarian Michigan Training Unit Elizabeth Lindsey, Institution Cons. Michigan Department of Education
November 10, 1981	Kinross Correctional Facility	Thomas Dunham, Librarian Bayliss Public Library and Director of Hiawathaland Library Cooperative Dr. Frederick Michels, Director Lake Superior State College Elizabeth Lindsey
December 2, 1981	Michigan Training Unit	Harriet Field, Coordinator Lakeland Regional Area of Cooperation Sarah Gutek, Librarian Muskegon Correctional Facility Elizabeth Lindsey
January 19, 1982	Michigan Reformatory	Thomas Genson, Assistant Director Grand Rapids Public Library Sarah Gutek Elizabeth Lindsey
January 29, 1982	Phoenix Correctional Facility	Judith Bow, Librarian Blind and Physically Handicapped Library Washtenaw County Library Robert Palmer, Librarian State Prison of Southern Mich. Elizabeth Lindsey

LIBRARY NEEDS ASSESSMENT VISITS, cont.

Date	Correctional Facility	Team
February 11, 1982	Cassidy Lake Technical School	JoAnn Walter, Librarian McKune Memorial Library Jeanne Thomas, Librarian Thoenix Correctional Facility Elizabeth Lindsey
February 23, 1982	Riverside Correctional Facility	Jacqueline Badersnider, Librarian Alvah N. Belding Library Sarah Gutek Elizabeth Lindsey
March 19, 1982	Huron Valley Women's Facility	Judith Bow Jeanne Thomas Elizabeth Lindsey
March 26, 1982	Huron Valley Men's Facility	Judith Bow Fredric Lenger Elizabeth Lindsey
April 6-7, 1982	State Prison of Southern Michigan	Sarah Gutek David Leamon, Director Jackson District Library Jeanne Thomas Elizabeth Lindsey
April 22, 1982	Michigan Dunes Correctional Facility	Fredric Lenger Robert Sherwood, Director Herrick Public Library Elizabeth Lindsey

LIBRARY NEEDS ASSESSMENT VISITS, cont.

Date	Correctional Facility	Team
May 13, 1982	State House of Correction and Branch Prison	Suzanne Dees, Assistant Director Superiorland Library Cooperative Jon Drabenstott, Director Northern Michigan University Library Elizabeth Lindsey